

## Local Plan Content and Format

### I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce region and how this vision meets, interprets, and further the Government and the nation direction.

**Response:** The Workforce Investment Board's (WIB) vision for the East Jackson County Workforce Investment Region is to provide a positive environment for current and new businesses to thrive and thus drive the area's economy. To accomplish this, the WIB recognizes the strong need for education and its impact on providing a highly skilled workforce for businesses to compete in the global economy.

FEC employs workforce development executives (placement specialists) who are responsible for determining the true needs of businesses, and providing those businesses with information on the services available to them through the One Stop Career Centers.

To enhance integration and service delivery strategies, FEC has implemented the following approaches:

- Redesigned its case management system to be more service-focused, rather than program-focused.
- Develop collaborative partnerships to integrate service delivery.
- Eliminate duplicative services to ensure efficiency in service delivery.
- Implementation of a Skills Gap Analysis that focuses on identifying and providing the skill levels needed by employers.
- Improving client access to all eligible services.
- Provision of business services to employers through the One Stop Career Center.
- Coordination with area economic development agencies.

### II. Local Workforce Investment Priorities

Identify the workforce investment needs of business, jobseekers, and workers in the local area, and how those needs are determined.\*

**Response:** The WIB's priorities for the East Jackson County Workforce Investment Region are to become business-focused on the services provided and to develop strong educational partnerships to meet the skill needs of businesses.

Specific skill gaps are being identified in each workforce investment region and training opportunities will be provided to ensure that job seekers obtain the training required by employers. The skills gap initiative will encourage partnerships with local school districts and community colleges to provide the specific training businesses need for their job applicants.

The WIB supports the following long-term priorities as outlined by the state board (METC):

- 1) Percentage of citizens who are highly literate (reading, comprehension and math skills at the 11<sup>th</sup> grade level or above) must increase significantly.
- 2) High school graduation requirements must be more rigorous including 4 years of English and 3 years each of social studies, mathematics and science.
- 3) High school graduation requirements must include a nationally recognized work-readiness certification.
- 4) All adults must be engaged in continuous learning (skills development).
- 5) Career education and community-technical college system must be expanded and curricula targeted to the just-in-time skill standards, certifications, or licensing requirements of business and industry.
- 6) Uniform articulation and dual credit mechanisms must be established between and among secondary schools, community college, and university levels to provide degree credit for skill-based education and training.
- 7) A comprehensive public awareness initiative must be deployed to raise clients' aspirations and expectations for education and training, and their relation to their personal economic prosperity and growth.
- 8) WIBs must conduct regional supply/demand gap analyses to identify the needs of business and industry and identify targeted industries/occupations in the region.
- 9) WIBs must develop State of the Workforce Reports based, in part, on data from the supply/demand gap analyses. These reports must guide policy and operational decision-making, as well as resource allocation.
- 10) Strive to increase the labor force participation of those persons traditionally underserved; specifically persons of low-income, women, ex-offenders, at-risk youth, young minority males, and persons with disabilities.
- 11) Initiate an interagency effort to integrate programs into a continuum of services, including mentoring, to support participation in skills-based training and/or employment retention programs.

In the event that funds for adult employment and training activities are limited, priority for intensive and training services funded with the Title I WIA adult funds will be given to TANF recipients and other low-income individuals, and to individuals who do not qualify for other programs administered by the One Stop Operator, in accordance to the following criteria: Up to 40 percent of the WIA Title I adult funds may be used to serve those clients who have incomes which do not exceed 200 percent of the Lower Living Standard Income Level. The balance of the funds (60 percent or more) will be expended on adults who are economically disadvantaged - incomes are 70 percent of the Lower Living Standard Income Level or 100 percent of the Poverty Level, whichever is lower.

The local area will also give preference for services to Veterans and other groups under the Wagner-Peyser Act in accordance with the Division of Workforce Development policies.

### III. Local Structure

- A. Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, ect.), population, diversity of the population, and relevant growth trends.

**Response:** The East Jackson County Workforce Investment Area is comprised of Jackson County, exclusive of the City of Kansas City, Missouri. The Kansas City Metropolitan Statistical Area accounts for 20 percent of the state's workforce.

**Regional Profile and Growth Trends:** The regional profile prepared by the Missouri Economic Research and Information Center indicates the following:

- Jackson county has a higher unemployment rates than both the state and national levels.
- Poverty was much lower in the Kansas City region than the Missouri average.
- The percentage of Kansas City region workers earning a salary meeting the self-sufficiency standard is 53.76% for an adult with an infant, 38.91% for an adult with two children, 27.15% for two adults with two infants, and 16.03% for two adults with three children.
- The largest employment industries in the Kansas City MSA include: retail trade; state/local government, and construction.
- The fastest growing industries in the region include: Internet services/data processing, and social assistance. The highest paying industries in the Kansas City MSA include: utilities, pipeline transportation, and beverage/tobacco product manufacturing.
- Occupations with the largest number of annual openings include: retail sales workers, cashiers, and food preparation/serving workers. These occupations have many openings each year, but pay less than \$15,000/year. The exception is registered nurses, which pay above average wages of \$34,000/year and require at a minimum an Associates Degree.
- Kansas City MSA workers laid off due to lack of work seem to fluctuate in terms of being able to gain more than their pre-layoff wage over a time period of six quarters. Workers laid off due to being fired or having quit however seem to increasingly earn at least 90 percent of their pre-layoff earnings.
- Top new businesses formed in the Kansas City region in 2003 were in the construction, professional/scientific services, and retail trade sectors.
- A significant number of workers in Cass and Ray counties commute 34 to 38 minutes to work, indicating that many of those residents work outside their respective counties.
- The Educational Services sector has over 19% of its workforce over the age of 55. This means that in ten years this sector may potentially have problems finding enough qualified workers when their older workers retire. Meanwhile, many young workers find their first job opportunities in the accommodation and food services sector.

**Major Employers:** The top employers in the Kansas City MSA include the following: Cerner Corporation; Ford Motor Company Assembly Plant; Hallmark Cards; City Hall, Kansas City; Kansas City Magnet Schools; U.S. Health & Human Services Department; and Kansas City International Airport.

**Post-Secondary Institutions:** Post-secondary institutions with 20 or more undergraduates from the Kansas City region are listed in descending order below:

Longview, UMKC, and Maplewoods	4000 – 6500 students
Penn Valley, Central MSU, and UM – Columbia	2000 – 4000 students
Blue River, SMSU, Northeastern MSU, Park University, MO Western State and Rockhurst	1000 – 2000 students
Avila College, William Jewell, and Truman State	500 – 1000 students
University of Missouri @ Raleigh	250 – 500 students
MVC, SW Baptist, Missouri Southern, Lincoln	
Metro Business/Tech, Columbia College	100 – 250 students
State Fair CC, SLU, Webster, Central Meth Univ, Drury	50 – 100 students
Wash Univ, Coll of the Ozarks, SEMO, OTC, Stephens, North Central MO, Westminster, Lindenwood, UMSL, Hannibal – Langrange, William Woods	20 – 50 students

**Training Institutions:** A listing of DESE approved training institutions in the Kansas City MSA are shown below.

Academy of Bartending  
Adam & Eve College of Cosmetology  
Adlard School of Dental Assisting  
American Truck Training  
Boston Bartending School of America  
Comskill Learning Center of Kansas City  
Concorde Career Institute  
Court Reporting Academy  
Devry University  
Ea La Mar Barber College  
Ea La Mar Beauty College  
Foley –Belsaw Institute  
Fort Scott Community College  
Foss Training & Consulting  
Graceland University  
H&R Block Eastern Tax Service  
Heritage College  
Herndon Career Center  
High Tech Institute  
House of Heavilin – Blue Springs  
House of Heavilin – Kansas City  
Independence Cosmetology College

International School of Professional Bartending  
 ITT Technical Institute  
 Jackson Hewitt Tax School  
 Kansas City Art Institute  
 Lesley University  
 Massage Therapy Training Institute  
 McWilliams Grant at Baptist Medical Center  
 Mid-West Dental Assistant School  
 Mid-West Institute of Natural Healing  
 National American University  
 Nazarene Theological Seminary  
 New Horizons Computer Learning Center  
 Northland Career Center  
 Nutrition Institute of America  
 Pinnacle Career Institute  
 Restoration Counseling Services  
 Stuppy Mid-America School of Floral Design  
 Techskills  
 Urban League Training  
 Vatterott College  
 Webster University  
 Women's Employment Network

**Population and Diversity of the Population:** Over \$1 million people live in the Kansas City Metropolitan Region, and 51.5 percent are females and 48.1 percent are males. The population is comprised of the following demographics: white, 79.2%; black, 15.2%; Hispanic, 4.4%; Asian, 1.2%; and Other, 2.4%.

B. Describe the region's economic condition, including the following information by county and the overall region:

- Average personal income level
- Number and percent of working-age population living at or below poverty level;
- Unemployment rates for the last five years; and
- Major lay-off events over the past three years and any anticipated layoffs

**Response:** The per capita personal income in 2001 was \$30,331, and the percentage of the total Kansas City MSA region population that was categorized as being in a state of poverty was 9.59% in 2000. Poverty is mostly concentrated in the metro areas of the region.

**Unemployment Rates Last Five Years:** The unemployment rate for the Kansas City MSA has varied from 5.5 to 6.5 percent during calendar year 2005. The unemployment rates for the preceding five (5) years were 6.2%, 2004; 6.1% , 2003; 5.6%, 2002; 4.4% in 2001; and 3.3% in 2000.

**Major Lay-Off Events:** The major layoffs during the past 12 months are shown below:

- Advance Auto (formerly Western Auto), October 2003
- Alphapointe, June 2004
- American Italian Pasta, June 2004
- American Airlines, February 2003
- Assurant Employee Benefits, September 2004
- AT&T, November 2003
- Baptist Lutheran Hospital, September 2003
- Black & Veatch, October 2003
- Baptist Lutheran Hospital, September 2003
- Casual Corner, February 2004
- Computer Science Corporation, November 2003
- Defense Finance Services, November 2003
- Department of Revenue, February 2005
- FAO Schwartz, December 2003
- Fixtures Furniture, January 2005
- Gateway, September 2003
- GE Capital, January 2004
- Haldex, January 2004
- Harrah's Casino, February 2004
- Havens Steel, March 2004
- Jones Store, January 2005
- KCATA, November 2003
- KC Zoo, December 2003
- KT Fryers, February 2004
- MAST, October 2004
- Mr. Dell's, July 2004
- Murphy Farms, March 2004
- Paxton Wood Source, July 2004
- Riback Supply, September 2004
- Saks, January 2005
- Sam Goody (Musicland Group), November 2003
- Sprint, November 2003
- Sodexo, November 2003
- Straight Shot Express, February 2004
- Tippins, June 2004
- Townsend Communications, January 2004
- UMB, December 2003
- Western Missouri Mental Health, May 2004
- Worldspan, January 2005

- C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan.\*

**Response:** The WIA plan and plan modifications are made available for public review and comment for a minimum of 30 calendar days. Plans and modifications are approved by the WIB and require both the WIB Chair and chief local elected official signatures. A public notice is placed in the *KC Star* and directing any comments to be sent to either the local WIB chair or the FEC, or to the Division of Workforce Development's Planning and Research Section. Letters are also mailed to diverse groups inviting them to provide comment. The diverse groups include the NAACP, Kansas City Minority Health Office, Guadalupe Center, Legal Aide of Western Missouri, Don Bosco Center, and the Organization for Mexican American Rights. The 30-day comment period is concurrent with the state level review period.

- D. (A comprehensive one-stop center is defined in 20 CFR 662.100© as a physical enter “that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.”) Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

**Response:** A listing of the One Stop Centers is included as **Attachment 1**.

- E. Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.

**Response:** A listing of the One Stop partners located at the One Stop Centers is included as **Attachment 1**.

- F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites “can provide one or more partners’ programs, services and activities at each site.) Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

**Response:** The Local affiliate One-Stop sites are included as **Attachment 1**.

- G. Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.

**Response:** A listing of the one-stop partners located at the affiliated sites is included as **Attachment 1**.

**\* Denotes WIA-Mandated Planning Requirements**

#### IV. Economic and Labor Market Analysis

A. Identify the current and projected employment opportunities on the local area.\*

**Response:** According to MERIC, occupations with the largest number of annual job openings include retail sales workers, cashiers, food preparation and serving workers, waiters and waitresses, and office clerks. Although these occupations have over 100 openings each year, they pay very low wages, less than \$18,000 per year, and require minimal education and experience. The exception is registered nurses, which have nearly 640 annual openings yet pay above average wages of \$34,00 per year and require at a minimum an Associates Degree.

A listing of the top openings by occupation is listed in the table below:

<b>Occupation - SOC</b>	<b>Annual Openings</b>
Combined Food Preparation and Serving Workers	1,557
Retail Salesperson	1,452
Cashiers	1,321
Waiters and Waitresses	1,222
Office Clerks, General	729
Customer Service Representatives	673
Laborers and Freight, Stock and Material Movers, Hand	654
Registered Nurses	644
Stock Clerks and Order Fillers	612
General and Operations Managers	527

B. Identify the job skills necessary to obtain current and projected employment opportunities. \*

**Response:** The highest demand jobs over the next ten years will require minimal skills or on-the-job training, thus not placing major strains on the local educational system. However, the need for about 640 RNs each year over the next decade will require local educational institutions to expand or develop nursing programs to fill this need, or the Kansas City MSA will have to recruit nurses from outside the region.

#### V. Overarching Local Strategies

A. Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps. These findings should include high-growth, high-demand employment opportunities within the region, as defined in the national direction.

**Response:** The Kansas City and Vicinity and East Jackson County Workforce Investment Regions conducted a regional workforce summit in 2001, which presented an overview of the workforce development efforts and challenges in the Kansas City region (**Attachment**



**15).** Local strategies were based on the outcomes of this summit as well as the results of the Skill Gap Analysis which was recently conducted. The regional target industries are life sciences and advanced manufacturing. Life Science Industries are those industries that use life-saving and life-enhancing technologies to improve the quality of life for people. These companies employed 5.57% of the state's total workforce in 2003. The concentration of life science industries in the Kansas City region during the same time period was 16.5% of the state's total life science employment. High-technology industries that fall within the manufacturing sector are considered advanced manufacturing. The concentration of Advanced Manufacturing Industries in the Kansas City region during the same period was 17.06% of the state's total Advanced Manufacturing Employment.

The WIB has worked with these target industries over the past year to identify skill gaps and to develop training programs specific to the needs of industry employers. Specifically, the WIB has worked with the ***Kansas City Metropolitan Healthcare Council*** to develop a model to assess industry needs related to the demand and supply of health care workers. In addition to employment projections, the following items were developed: a career guide, job profiles, and promotional materials for the health care field. A web site was also developed for healthcare careers, [www.kchealthcareers.org](http://www.kchealthcareers.org).

The WIB has also been involved with ***AIM-KC***, which is a referral system wherein job seekers are matched with available jobs and/or needed education and training services to that they may be placed in manufacturing-related careers. AIM-KC has provided funding to FEC to hire job developers to facilitate the placement of job seekers in manufacturing-related jobs.

Since many of the job openings are in the service sector, FEC partnered with Blue River Community College and Penn Valley Community College in the development of the Retail Sales and Customer Service Training/Internship Program. The program includes 80 hours of training on campus and a 140-hour internship with an employer. The purpose of the course is to prepare participants for potential entry-level retail sales positions. A key component of the program is the emphasis on customer service, and the provision of a career readiness class to enhance participants' soft skills. An outline of the Retail Sales and Customer Service Training Program Curriculum is included in ***Exhibit 14***.

The Fall 2004 *Economic Forecast* produced by the Mid-America Regional Council indicates that construction employment increased by 3,114 jobs between 2003 and 2004. Construction employment is expected to average just over 87,000 jobs in the Kansas City MSA in 2005. FEC has partnered with the Greater Kansas City AFL-CIO to train clients in the construction trades.

FEC hired a labor market consultant to survey employers to further determine the needs of employers as part of the Kansas City and Vicinity Skill Gap Analysis. Some of the major findings were as follows:

- All employers who responded said that they would hire candidates with no previous work experience if they were perceived to be the right fit.
- 25 percent of employers who responded reject candidates due to the lack of technical computer skills or not enough qualification/experience.

- Job Candidates, according to respondents, tend to have the required level of skill set (to a certain degree) in communication, basic education, office skills and to a lesser extent in customer service, money handling, typing, computer literacy, problem solving and team working.

Employers would like future job candidates to have the following skills:

- Speak a foreign language – Spanish
- Better interviewing skills
- Proficiency with MS Office/Excel
- Development of soft skills
- Literacy
- Customer Service Skills
- More industry specific training skills
- Active Listening Skills
- Time Management Skills
- Equipment Maintenance Skills
- Technical Troubleshooting Skills
- Basic Accounts Payable/Receivable Skills

Recommendations to close the skill gaps included the following:

- *Implement a process to better assess the skill set of incoming clients.* FEC has implemented WorkKeys and WIN in all of its One Stop Centers to better assess client skill sets.
- *Increase follow-up services to clients upon completion of training.* FEC has assigned Career Associates to each One Stop Center to assist counselors with follow-up services to increase employment retention and advancement.
- *Expand Career Readiness Classes.* FEC has redesigned its Career Readiness Classes and has incorporated WorkKeys and WIN into the curriculum, as well as computer literacy classes and money management classes. A Career Readiness Manager has been hired to oversee career readiness classes at all of the One Stop Centers and to ensure consistency in curriculum delivery.
- *Implement Customer Service Certificate Programs to Meet the Growth in Service Occupations.* FEC has expanded the Retail Sales and Customer Service Training/Internship Program.
- *Enhance Computer Technology Training Programs.* FEC has added computer literacy training to the career readiness program, and is expanding its offerings to include Saturday classes in computer technology.
- *Expand Training Services to Include Construction, Security and Transportation Industries.* FEC partners with the AFL-CIO in the training of construction trades workers in the 21<sup>st</sup> Century Construction Trades Project. FEC also coordinates with Johnson County Community College in the Railroad Conductor Program to place clients in the railroad transportation industry.

B. Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at [www.doleta.gov/atels\\_bat](http://www.doleta.gov/atels_bat)).

**Response:** Apprenticeships have always been utilized in the Construction Trades. To promote apprenticeship sponsorship and collaboration, the WIB will invite representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training to WIB meetings, as well as other meetings.

V. Major Local Policies and Requirements

A. Identify the supportive services available. Include the requirements that must be met in order to receive these services, the documentation needed and the method for collecting overpayments. List the provider of these services.

**Response:** The procedures and methods for providing **needs based payments** and support services to clients are included in Issuance 2001-08, Mod. 12 **for Adults and Dislocated Workers and 2001-09, Mod. 11, for Youth. Both issuances are included as Attachment 8.** FEC utilizes a variety of vendors for the provision of support services. W-9s must be completed for each vendor. **Only adults and dislocated workers at the intensive and training levels of services are eligible for support services – core level adults and dislocated workers are not provided support services.**

B. On a per-participant basis, identify the following for each supportive service:

- The name of the service;
- Documentation that the services are required;
- The time period for the maximum service amount;
- Maximum funding level for the service;
- Documentation of participation to receive that service;
- Co-payment by participant, if applicable; and
- Method for collecting overpayment

**Response:** Please refer to **Attachment 8.** Although clients are asked to explore other funding sources, minimum co-payments by participants are not required. FEC's fiscal department verifies receipts, and works with vendors to verify purchases prior to payment of support services. **Support services are generally limited to a maximum of \$150, unless the client's employer submits a letter outlining the need for employer-based clothing, tools, or equipment, then the amount may exceed \$150 if approved by the FEC President/CEO and/or his designee.**

C. Identify the maximum dollar amount for all supportive services combined per participant.

**Response:** Please refer to **Attachment 8.**

D. Describe the criteria to be used by the local board, under 20Cfr 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator. \*

**Response:** In the event that funds for adult employment and training activities are limited, priority for intensive and training services funded with the Title I WIA adult funds will be given to TANF recipients and other low-income individuals, and to individuals who do not qualify for other programs administered by the One Stop Operator, in accordance to the following criteria: Up to 40 percent of the WIA Title I adult funds may be used to serve those clients who have incomes which do not exceed 200 percent of the Lower Living Standard Income Level. The balance of the funds (60 percent or more) will be expended on adults who are economically disadvantaged - incomes are 70 percent of the Lower Living Standard Income Level or 100 percent of the Poverty Level, whichever is lower. The local area will also give preference for services to Veterans and other groups under the Wagner-Peyser Act in accordance with the Division of Workforce Development policies.

- E. Define the sixth eligibility criteria for youth, described in WIA section 101 (13)(iv) as “an individual who requires additional assistance to complete and educational program, or to secure and hold employment”.

**Response:** The Local WIB’s defined barrier is as follows: “Individuals with education attainment one or more grade levels below the grade level appropriate to the age of the individual.” This is determined through the administration of the TABE test.

- F. Describe how veteran’s priority as required by Public Law 107-288, will be incorporated into all programs.

**Response:** Veterans’ priority of service is a requirement in all programs funded wholly or in part by DOL. Priority is measured in terms of enrollment in affected programs. Referral to the Veteran’s Representative – DVOP and/or LVER - does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service. If they meet those specific program eligibility requirements they will receive priority of service.

In the WIA Adult and Dislocated Workers Program, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.

In regard to veterans, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs where targeting of groups is a discretionary or optional priority at the local level, veterans’ priority takes precedence over those optional or discretionary priorities. Veterans’ priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

The DWD DVOP and LVER - will be fully integrated into the career centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will be to assist veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The DVOP/LVER will not be assigned duties that violate Title 38. The DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs. The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

Local offices will be monitored to ensure that programs are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided.

G. Identify the funding limit for Individual Training Accounts (ITAs).

**Response:** The funding limit for the Individual Training Accounts for adults, dislocated workers, and NEG clients is outlined in the attached Issuance 2004-6, Mod. 1, included as **Attachment 9**.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.

**Response:** The One Stop Career Centers have been evaluated for program and physical accessibility for individuals with disabilities; any barriers to one stop services have been addressed. The One Stop Menu of Services serves as a screening tool for individuals to self identify that they have a disability barrier to training and job placement. Prior to the provision of core, intensive and training services, each client's file must be screened for a disability, using the Disability Screening Tool. Additionally, one stop staffs are mandated to undergo ongoing training on vocational and disability aspects, so that they have a body of knowledge to provide professional services to individuals with disabilities.

The One Stop Career Centers are equipped with assistive technology equipment per the state of Missouri's recommendations, and one stop staff have been trained on the use of this equipment. Vocational Rehabilitation Counselors from the Missouri Division of Vocational Rehabilitation are assigned to each of the one stop career centers and work in concert with one stop staff. Additionally, the Rehabilitation Institute is co-located within the One Stop Career Centers and the One Stop Career Centers partner with the Rehabilitation Services for the Blind to provide services to individuals with visual impairments.

**The following adaptive equipment is available in the One Stop Center: TTY, hands-free speakerphone with large key pad; 21" large monitor with moveable mounting arm; screen enlargement software; screen reading software; word prediction software; height adjustable table; CCTV (electronic enlarging); and a language line (interpretive phone service).**

- I. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.

**Response:** The One Stop Menu of Service is used to screen individuals with limited English proficiency, and individuals in need of translation services are referred to staff that are bi-lingual. If one stop staff is not proficient in a particular language, the One Stop Centers have Language Line, which is an interpretative service that has the capacity to interpret any common language. Additionally, outreach counselors are assigned to identify resources within the community to assist the One Stop Career Center staff in the provision of services to individuals with limited English proficiency. The One Stop Career Center also partner with the Jewish Vocational Service which provides training and placement services to refugees to assist in the provision of services to individuals with limited English proficiency.

- J. Describe how the local region promotes integration of services though dual enrollment processes.

**Response:** The WIB promotes dual enrollment to increase the benefits to customers and by making available service options, and enabling customers to be active participants in the decision-making process. The provision of multiple services concurrently is cost effective to the One Stop partners. Dual enrollment allows the customer to benefit from the coordination of these services and further benefits the system by integrating the One Stop partner's services. FEC and the local DWD staff have conducted monthly meetings to ensure the integration of services and to increase the number of clients dually enrolled in WIA and Wagner-Peyser activities. Additionally, a Job Corps representative has been assigned to the One Stop Center to promote the dual enrollment of Job Corps youth. The procedures for dual enrollment are included in *Attachment 9*.

- K. List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.

**Response:** Local credentials may be granted for the completion of employer-based training including work experience, internships, and on-the-job training. The issuance which describes the documentation requirements is included as *Attachment 10*. **As indicated in the issuance, the WIB has approved the granting of local credentials for employer-based training (e.g. on-the-job training, internships, and work experience), wherein the employer certifies that the client has obtained proficiency in the skills required of the jobs.**

## VII. Integration of One-Stop Service Delivery

One of the primary expectations of the workforce system under the WIA statutory framework is a seamless integrated One-Stop delivery system. The expectations for an integrated service delivery system remains firmly embedded as a key principle of a demand-driven workforce system. The goal of integration is to ensure that the full spectrum of

community assets is used in the service delivery system to support human capital solutions for businesses, industry and individual customers.

A. Describe the one-stop delivery system in the local region, including:

1. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants; \*
2. Describe how all partners agencies will strengthen their integration of programs and service so that it provides a more seamless system; and
3. A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area. \* (This should be included as Attachment 6 to the local plan.)

**Response:** All subcontractors are required to provide soft skills training as part of their training program in order to meet the needs of employers. Subcontractors are also required to meet the performance standards negotiated with DWD. Subcontractors are evaluated monthly and corrective action plans required if performance does not meet planned levels of performance.

**Integration of Services:** FEC follows the Service Integration Guidelines established by the DWD. One Stop partners have integrated common services such as resource area assistance, orientation to services, workshops, job development, etc. These services are provided through a team approach, coordinating and integrating partner services to customers.

FEC and the DWD have conducted monthly meetings to ensure the integration of services, and have developed the following protocols to ensure that services are integrated and not duplicated: One Stop Menu of Services; WIA Financial Aid Verification Checklist; DWD to FEC Referral Process; Referral Form; FEC to DWD Referral Process; Business Outreach Form; Job Order Form; Interagency Shadowing and Training; Single Point of Contact; and Greathires procedures. A copy of these One Stop Services Protocols is included as **Attachment 12**.

Memorandum of Understanding: Copies of the Memoranda of Understanding with one-stop partners is included as **Attachment 6**. FEC has MOUs with the following agencies: Cass Career Center; Housing Authority of Kansas City; Jewish Vocational Services; Job Corps; Kansas City Missouri School District; Metropolitan Community Colleges; Missouri Division of Vocational Rehabilitation; Missouri Division of Workforce Development; Northland Career Center; United Services Community Action Agency; and West Central Missouri Community Action Agency.

B. The expectation is that the local region will involve business, organized labor, local public official, community-based organizations, WIA service providers, and other stakeholders in the development and review of this plan. Describe the plan development



process, including how input for the plan was obtained by all the partners involved in the MOU.

**Response:** Input in the development of this plan was solicited from WIB members and service providers, and public notice for comment was placed in the local papers.

#### VIII. Administration & Oversight of Local Workforce Investment System

A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region

**Response:** The Full Employment Council is the local one-stop operator of the four full-service one stop centers in the Kansas City and Vicinity region.

B. Identify the members of the local workforce investment board, the organization or business the represent, and the area (i.e. business, education in Attachment 2 to the local plan.

**Response:** A listing of the board members, the organizations they represent and their area of representation is included as *Attachment 2*.

C. Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan

**Response:** A copy of the WIB's current by-laws is included as *Attachment 3*.

D. If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.

**Response:** Not applicable.

#### IX. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information accessing quality training providers.

**Response:** Prior to issuing ITAs, FEC staff review demand occupational data with clients to ensure that clients are aware of demand data available in occupational fields. Clients access MERIC web site to review target industry and occupational demand data. All adult and dislocated worker customers receiving classroom occupational skill training are issued an ITA voucher. The customer is provided the ITA to choose among eligible classroom occupational skill training providers. The client is provided the web-site for DESE



approved training courses and may review each course of study prior to selecting an eligible provider that best meets his/her needs. Only training in demand areas is approved.

## B. Adults and Dislocated Workers

1. Provide a description of assessment of the type of availability of all adult and dislocated worker employment and training activities in the local area. \*

**Response:** One-Stop centers provide core, intensive and training services including point of access to individual training accounts for training services; other programs and activities carried out by one-stop partners; and other permissible local employment and training activities (customized training and screening and referral of qualified participants in training services to employment); support services; and needs-based payments.

To meet the needs of displaced homemakers, low-income individuals, disabled individuals and others with multiple barriers to employment, individual employment plans are developed based on a comprehensive assessment to identify skill deficiencies and support service needs. The needs of these groups are met through participation in allowable Workforce Investment activities. Basic skill deficiencies will be addressed first to ensure success in occupational skills training. In addition, all clients enrolled in intensive and training services, are required to complete career readiness training to improve their soft skills. Once these skills have been improved, occupational skill deficiencies are addressed.

In addition, core and intensive services are provided through the following subcontractors: Rehabilitation Institute; West Central Missouri Community Action Agency; and Project Refocus, University of Missouri at Kansas City.

*Core services* provided through the One Stop Centers include the following:

- Eligibility determination;
- outreach, intake and orientation to the information and other services available through the One Stop System;
- Initial assessment of skill levels, aptitudes, abilities and support service needs;
- Job search and placement assistance, and where appropriate, career counseling;
- Provision of employment statistics including job vacancy listings, job skills necessary to obtain jobs described in job vacancy listings; and information related to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of information on eligible training providers; performance outcomes;
- Provision of information regarding filing claims for unemployment compensation;
- Follow-up services.

*Intensive services* provided include the following:

- More extensive assessment of job skills, work readiness and need for support services;
- Individual counseling that results in the development of a career plan;
- Career planning and group counseling program;
- Short-term training in pre-vocational services;
- Internships/work experience;
- Support services;
- Follow-up services.

Training Services for Adults and Dislocated Workers includes:

- Individual Training Accounts (ITAs) for occupational skill training;
- Employer-based training services, including on-the-job training and customized training, made available to employed and unemployed adults and dislocated workers.
- Adult education and literacy may be combined with any of the above activities.

2. Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134 (d)(4)(G)(ii) and 20 CFR 663.430.

**Response:** The purpose of the Individual Training Account system is to increase customer choice and involve the client in his/her reemployment effort. The WIB, through the One-Stop Center, makes available to clients the DESE list of approved training providers which includes a description of the programs through which the providers offer training services as well as cost and performance information. FEC staff also provide clients with demand data and target industry data so that they may make better informed choices.

Clients must complete core and intensive level services and be unable to obtain a job, prior to being considered for occupational skill training. Clients are issued an ITA voucher which they may use to choose among the eligible classroom occupational skill training providers which best meets the client's needs.

The ITA is issued by FEC conducting the initial eligibility determination and FEC staff determine the funding source. All available sources of funds are considered, excluding loans, in determining a client's overall need for WIA funds. The exact mix of funds is determined based on the availability of funding for either training costs or support services, with the goal of ensuring that the costs of the training program the client selects are fully paid and necessary support services are available so that training can be successfully completed. To enroll in classroom training, the ITA must be validated by One-Stop staff two weeks prior to the class start date. When the ITA is validated, staff complete DESE-6 forms required to access payment. The maximum amount of funds available for classroom occupational skill training is outlined in the issuance included as *Attachment 9*.

Adult and dislocated worker training services may be provided through a) individual training accounts; b) pursuant to a contract for services in lieu of individual training if such services are on-the-job training provided by an employer or customized training; c) the local board determines that there are an insufficient number of eligible providers of training services in the local area involved (such as in a rural area) to accomplish the purposes of a system of individual training accounts; or d) the local board determines there is a training services program of demonstrated effectiveness offered in the local area by a community based organization or another private organization to serve special populations that face multiple barriers to employment. *The WIB has adopted these exceptions to the ITA policy.*

3. Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.

**Response:** Missouri uses a statistical model to identify UI Claimants who need intensive reemployment services because they are otherwise likely to become long-term unemployed. Information gathered determines the probability of an individual's chances of exhausting benefits.

Individuals identified to be likely to exhaust Unemployment Insurance benefits are referred to a Missouri Career Center to receive reemployment services. Each Career Center requests a specific number of these individuals to come to the Career Center each week (maximum of 25 per week), and UI generates and sends appointment letters to selected claimants. When the individual comes to the Career Center, s/he is directed to DWD Wagner- Peyser staff for a one-on-one meeting.

Following the Worker Profile orientation session conducted by DWD staff, an evaluation of the individual's knowledge, skills and abilities is completed. With input from the referred individual, a Reemployment Service Plan/Individual Employment Plan (IEP) is developed. This is an agreement between the service provider and the profiled worker. The profiled claimant agrees to follow the plan or risk denial of UI benefits for one or more weeks.

Reemployment services will be provided through various programs and agencies at Missouri Career Centers. These services will be more intensive and staff-assisted than those provided the normal claimant, because the profiled claimants have been determined to have significant barriers that will hinder their becoming reemployed. Providing self-directed job search alone is not providing the claimant service above and beyond what the average claimant receives.

If it is determined that the profiled individual would benefit from WIA-defined intensive or training services, the individual will be referred to the appropriate WIA partner by completing the FEC form # 175 and introducing the individual to appropriate partner staff.

The claimant continues to receive UI benefits for the designated period of time, as long as s/he complies with reemployment plan requirements. Career Center staff

document all activities with the claimant in the Toolbox case management data base, in order to ensure a complete and seamless service delivery to the claimant.

### C. Rapid Response

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.\*

**Response:** Rapid response activities shall be offered in the local area through the One Stop Operator. Rapid Response Coordinators are employed by the One Stop Operator, and coordinate workforce investment activities carried out in the local area with statewide rapid response activities in accordance with the Missouri Dislocated Worker and Rapid Response Practices and Procedures. Rapid Response coordinators will stay abreast of all layoffs or potential layoffs affecting more than 10 but less than 50 area workers by monitoring newspapers and journals. Coordinators will keep files of company contacts and information documenting or predicting layoffs. Dislocated worker program staff and state staff will inform one another of layoffs or potential layoffs.

Meetings are set up at company sites for the purpose of describing program services to laid off workers who expect to be laid off. Presentations may be made to civic clubs, companies, labor organizations, or other groups that represent laid off workers. Rapid Response Coordinators will also respond to referrals from current clients, private placement firms and area training organizations.

If the company affected by a layoff has union representation, the Rapid Response Coordinator works through the local labor coordinator who is encouraged to call the head of the local bargaining unit. Joint meetings are arranged between the Rapid Response Coordinator, labor coordinator, company management, and head of the bargaining unit. If on-site presentations are made to employees, a suggested format includes presentations to all entities involved.

The Rapid Response Coordinator and dislocated worker staff shall also attend meetings

### D. Youth

- A. Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful provider of such activities. \* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal framework youth.)

**Response:** The WIB has established a Youth Council which is responsible for developing a coordinated youth policy; strengthening linkages among existing youth service providers; utilizing the expertise of related community/employer groups; and performing other duties determined to be appropriate by the WIB. The One-Stop

Career Center shall provide the following services for ineligible youth: provision of employment statistics, including job vacancy listings; information about job skills necessary to obtain jobs described in job vacancy listings; and information related to local occupations in demand and the earnings and skill requirements for such occupations.

***Prioritizing Youth:*** Eligible youth who are between the ages of 17 and 21 years of age will be served through the One Stop System. All youth must be economically disadvantaged which is defined as 70 percent of the lower living standard income level or the poverty level, whichever is higher. Youth must also have at least one barrier to employment, including the following:

- Deficient in basic literacy skills
- School dropout
- Homeless, runaway, or a foster child
- Pregnant or a parent
- Offender
- An individual who requires assistance to complete an education employment or to secure and hold employment, which the Local WIB has defined as follows: “Individuals with educational attainment one or more grade levels below the grade level appropriate to the age of the individual.”

Not more than five (5) percent of clients assisted under WIA funding may be individuals who do not meet the minimum income criteria to be considered eligible youth, if such individuals are within one or more of the following categories:

- School dropouts
- Basic skills deficient
- Educational attainment that is one or more grade levels below the grade level appropriate to the age of the individual
- Pregnant or parent
- Disabled, including learning disabilities
- Homeless or runaway
- Offenders
- Other eligible youth who face serious barriers to employment as identified by the local board.

**Youth Activities:** Activities available for youth include the following:

- Job search and placement assistance and, where appropriate, career counseling;
- Provision of occupational demand data including job vacancy listings; information on job skills necessary to obtain the listed jobs; and information related to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of information related to the availability of support services;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives and appropriate combination of services for the client to achieve those employment goals;

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Work experience or internships;
- Occupational skill training;
- On-the-job training;
- Career Readiness Training; and
- Adult education and literacy programs for out-of-school youth.

The WIB will identify eligible providers of youth activities by awarding grants or contracts through a Request for Proposal process to providers to carryout youth activities based on the recommendations of the Youth Council and on the criteria contained in the State Plan.

Youth service providers will be monitored through the WIB's internal monitoring firm to determine if the service provider is providing services in accordance to the contract and meeting the performance standards specified in the subcontract. The internal monitoring will also include financial monitoring. The results of the fiscal, program, and performance monitoring will be presented to the Youth Council and the WIB. In addition, subcontractors are required to meet with FEC staff at least bi-monthly to review performance and activities provided.

Current subcontractors include the following agencies:

- Grandview School District
- Ozanam
- Rehabilitation Institute
- Blue River Community College

**FEC partners with the following contractors to provide services to youth most in need. *Ozanam* targets youth in foster care and youth aging out of foster care. The *Rehabilitation Institute* works with youth who have disabilities. *Grandview School District* targets youth at risk of dropping out of school.**

B. Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement I the projects, and the boards efforts to the continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco ect.)

**Response:** Currently operating innovative service delivery projects for youth include the following: the JAG program; Youthbuild through Swope Community Builders; Youth Opportunity Grant; and the Youth Enhancement Grant. These projects have been integrated into the service delivery system for youth, and WIA youth have also been referred to these projects.

***Jobs for America's Graduates:*** The JAG model consists of a comprehensive set of services designed to help young people graduate and secure a job leading to career development opportunities. The ultimate objectives are for participants to receive a diploma/GED, secure a job and/or pursue post-secondary education. JAG services may include the following: classroom instruction, employability skills training, adult mentoring, guidance and counseling, summer employment program, leadership development, jobs and post-secondary education placement services, linkages to school and community-based services, and 12-month follow-up services. A total of 240 youth are planned to be served at six (6) sites. The performance standards include a 90 percent graduation rate and an 80 percent success rate (youth placed in employment, post-secondary education, or military).

***Youthbuild:*** FEC coordinates with Swope Community Builders to conduct the Youthbuild program wherein a total of 25 youth are served. Clients participate in work readiness training, internships in the construction trades fields while they pursue their GEDs. Job search and placement assistance is also provided.

***Youth Opportunity Grant:*** This is the sixth and final year of the Youth Opportunity Grant, which has served approximately 1,800 youth ages 14 through 21 who are residents of the Enhanced Enterprise Community. FEC and YOG partners provide services in the following four categories: 1) Preparation for and Success in Employment; 2) Improving Educational Attainment; 3) Support Services; and 4) Citizenship & Leadership Training. Activities must comply with the WIA Act and regulations, and must meet the WIA performance standards for in-school and out-of-school youth. Performance standards include an 80 percent participation rate and 80 percent placement rate in long-term activities (entered employment, advanced training, or post-secondary education).

***Youth Enhancement Grant:*** FEC partnered with the Boys and Girls Club of Kansas City to provide services to 20 youth. Services included a five-day tour of colleges to expose youth to the admissions process, study survival skills, an student life of some of the major area colleges.

#### E. Business Services

1. Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to “broker” all programs and services to business. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that have business outreach responsibilities. Describe innovative and/or outreach success(es) that may be considered best practice. Describe any modifications/ revisions to the business outreach plans that were submitted to the DWD during 2004.



**Response:** DWD and FEC staff meet weekly to review protocols, including business outreach responsibilities, to coordinate business outreach efforts through a single point of contact system. The protocols are included in **Attachment 12**.

2. Describe the region's commitment to business and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri's incumbent worker and industry training programs.

**Response:** FEC employs workforce development executives (placement specialists) who work with area businesses to meet their employment needs through the screening and referral of job applicants. The placement specialists also work with local economic developers and chambers of commerce to determine the needs of local businesses. Placement specialists facilitate this process by developing internships and on-the-job training with employers, then matching job seekers to these positions. Employers commit to hire clients who successfully complete the training. The Manager of the placement specialists is responsible for coordinating with DWD's incumbent work and industry training program to ensure that services are not duplicated.

**The East Jackson County Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.**

#### F. Innovative Service Delivery Strategies

Describe how the regions will support the Missouri Re-entry process (MRP) ex-offender initiative. Include the service to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

**Response:** Re-entry services begin at intake. A Transition Accountability Plan (TAP), is developed for each offender that spans all three phases of the transition process. The development of the TAP involves many of the stakeholders including the following: the offender, Department of Corrections (DOC); Department of Economic Development; Department of Health and Senior Services; Department of Mental Health; Department of Social Services; Office of State Court Administrator; Victims; Offender Families; Community Organizations; and Law Enforcement.

Every offender is registered in Great Hires prior to release from all Transitional Housing Units located in DOC institutions. Each offender then reports to the Missouri Career Center for job placement and job development assistance within one week of being released from a DOC institution. The offender meets with DWD staff – Parent's Fair Share case managers and Veteran's representatives are points of contact for the offenders. Although each offender will not necessarily be eligible for Parents' Fair Share or Veterans Services, staff from both programs will assess the necessary services for each offender and direct them to the service provider(s) needed in the Career Center,



and also make necessary referrals to WIA partners and other relevant service providers. In addition to employment, the Career Center provides additional services such as food stamps, temporary assistance, disability determination, homeless shelter referrals, referral to substance abuse treatment, referrals for individual and group counseling, and AEL.

DWD business representatives develop a targeted educational effort for prospective employers that demonstrates the benefits of hiring offenders following release from prison. Employers are made aware of the *Work Opportunity Tax Credit* which is made available to private employers that hire targeted groups of workers, including ex-offender, as well as the *Federal Bonding Program* which provides bonding insurance to employers willing to hire certain high-risk applicants who may otherwise be denied coverage from commercial bond carriers. The bonds protect employers against theft, forgery, larceny, and embezzlement. DWD business representatives help businesses hire with confidence by providing job matching, career counseling, and outreach; and providing job readiness and orientation, job assessment and development, pre-employment education and/or training, and post-placement services. DWD business representatives offer continuing support to both the ex-offender and the employer.

#### G. Strategies for Faith-based and Community-based organizations

Describe those activities to be undertaken to : (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stop in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives for demand-driven statically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, Making it Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-based and Community Organizations.)

**Response:** FEC conducts outreach to faith-based and community-based organizations to expand the access of their clients to the services offered through the One-Stop delivery system. FEC has hired outreach coordinators to better facilitate this process. FEC recently coordinated with FBCOs in conjunction with the City of Kansas City, Missouri during the development of a proposal for the Prisoner Re-entry Program. Surveys were sent to FBCOs in order to gain their input and proposals for services to be delivered through the initiative.

#### X. Local Administration

- A. A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area. \*

**Response:** A copy of the negotiated levels of performance is included as **Attachment 11**.

B. An identification of the entity responsible for the disbursement of grant funds described in section 117 (d)(3)(B)(i). \*

**Response:** The WIB and the chief elected officials designated the Full Employment Council as the grant recipient and the entity responsible for the disbursement of grant funds.

C. A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process. \*

**Response:** The FEC shall procure services in accordance with the OMB circular. Competitive procurements exceeding \$25,000 shall be advertised in a medium available to the general public and bids shall be solicited from prospective suppliers. The local board shall identify eligible providers of adult activities and youth activities where appropriate, by awarding grants or contracts through the Request for Proposal Process, taking into consideration the recommendations of the Youth Council for youth services to be procured, and in accordance with the criteria described in the process described below.

***Request for Proposal Process.*** Service providers are selected based on a Request for Proposal process. The Grant/Award process is based on a determination of need; a determination of the cost for the service to be provided; the selection of the method of implementing the service; the availability of resources; notification of potential service providers; evaluation of requests for proposals including the reasonableness of cost and the ability of the proposer to meet performance standards; recommendation of service providers to be selected; and the issuance of contracts.

Requests for proposals are made available to the general public through paid advertisements in the local newspaper. Each RFP describes the services to be performed, specific requirements to be met, cost limitations, and other information determined to be relevant to the provision of employment and training programs and services. Both the RFP and the Public Notice state the deadline for submission of proposals. Proposals are required to be sealed, time and date stamped, and logged in. Proposals received after the closing time will be returned unopened to the proposer.

The Grant Recipient/One-Stop Operator develops and maintains a list of potential service providers to be notified of the availability of RFPs, including organizations which have submitted proposals in previous years and organizations and/or individuals who have expressed an interest in writing or by telephone in being included on future RFP lists.

A proposal review committee is appointed from grant recipient staff. Proposals are rated using standardized rating forms. Proposals are analyzed in accordance with the evaluation criteria established in the RFP. Proposals are recommended for funding, determined to be non-responsive, or not recommended for funding. A written report is prepared documenting the reason(s) for any bids being deemed non-responsive. Proposals are evaluated and a list of proposers who have met the basic criteria are identified. Top rated proposers will be

scheduled for oral presentations. Site visits to review facilities and programs operated by the proposer will be made prior to the award of a contract, if needed. There will be a financial pre-award survey conducted to ensure the adequacy of fiscal systems and evaluation of the organization's grant management capability. Based on oral presentations and reviews, recommendations for funding will be made to the Workforce Investment Board. Contracts are written upon completion of the procurement process in accordance with the proposals submitted and any negotiated changes are made during the proposal review process.

***Conflict of Interest.*** WIB members may not vote on matters under consideration by the WIB regarding the provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. A WIB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

D. Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.

**Response:** The WIB employs an internal monitoring firm to provide financial audits of its operations and to ensure that costs are not being duplicated. To eliminate duplicative administrative costs, FEC has one administrative unit that supports two workforce investment regions. In addition, participant payments (payroll, support service payments, OJT reimbursements, and employer-based training paychecks to clients), for all clients, including many of the subcontractors, are processed by FEC's fiscal department rather than by numerous fiscal departments.

E. Identify how the local region ensures that services are not duplicated.

**Response:** To strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses, the local WIB developed a Business Outreach and Service Plan. This plan, designed to enhance one-stop services to businesses, describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts while ensuring local employment and training systems are demand drive, promote economic security for local communities, and streamline delivery of business services. These plans further move the employment and training system from being job seeker-oriented to being business-focused. Additionally, service matrixes were developed and completed by One Stop Partners to ensure that duplication of services would not occur.

The One Stop Center provides a uniform system of access to the business customer not only in an electronic mode of operation via GreatHires.org, but also through the availability of on-site business friendly services and interviewing rooms located at each one-stop career center. The One Stop Center has a resource area that provides open access to anyone interested in accessing all career center services. Integrated delivery of services and

resources are mapped out for each customer that accesses the system. Assistive technology is also available at the Career Center.

FEC staff and local DWD staff meet weekly to ensure that services are integrated and not duplicated. Policies and strategies have been developed to create a seamless flow of services to meet the customer's expectations. This seamless delivery system provides the job seeking customer access to training to increase their skills in high-growth career fields.

- F. Establish and define the local policy and procedures for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.

**Response:** FEC utilizes the DWD Complaint and Grievance policy, which is included as **Attachment 4**.

- G. Include the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 in Attachment 5 to the local plan.

**Response:** A copy of the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 are included as **Attachment 5**.

#### Attachments to the Local Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Workforce Investment Board Membership List
3. Local workforce Investment Board By-Laws
4. Complaint and Grievance Guidelines
5. Planning Budget Summaries for Program Year 2005 and fiscal Year 2006
6. Memorandum of Understanding (signed by all parties)
7. Performance Improvement Plan and Update (if applicable) – **Not Applicable**
8. **Support Service Issuances**
9. **Classroom Training, OJT, and Internships for Adults and Dislocated Workers and Dual Enrollment Procedures**
10. **Skill Attainments and Credentials, Issuance 2000-20**
11. **Performance Standards**
12. **One Stop System Protocol Manual**
13. **Health Career Guide, Job Profiles, and Promotional Materials (KC Metropolitan Healthcare Council)**
14. **Retail Sales and Customer Service Training Program Curriculum**
15. **Greater Kansas City Regional Workforce Summit Report**

\* Denotes WIA-Mandated Planning Requirements